

Trade Process Kaizen

Trade Blazers Team
October 27 - 31, 2008
Iowa Workforce Development

The Opportunity

The Trade Blazers Team



Lori Adams, Barbara Bobb, Brandie Cummings, Sandra Dostal, LeLoie Dutemple, John Good, Erich Grubert, Candice Heiser, Joe Mowers, Ryan Murphy, Jan O'Meara, Carol Paulus, Wes Piner, Shan Seivert, Deb Shepherd, Dennis Thompson, Joe Walsh, Tina Wozny

Special Thanks To: John Helbling, Alliant Energy

Scope

- This event addressed the trade program process from the time the petition is filed with the Department of Labor (DOL) until the dislocated workers case is resolved.

Objectives

- Process map of trade program process flow
- Streamlining of trade program process flow
- Consistency of the trade program process flow – create simple written instruction manual
- Expand the working knowledge of trade-based programs for staff
- Convert paper documentation to electronic wherever possible
- Build measurements and quantify the process

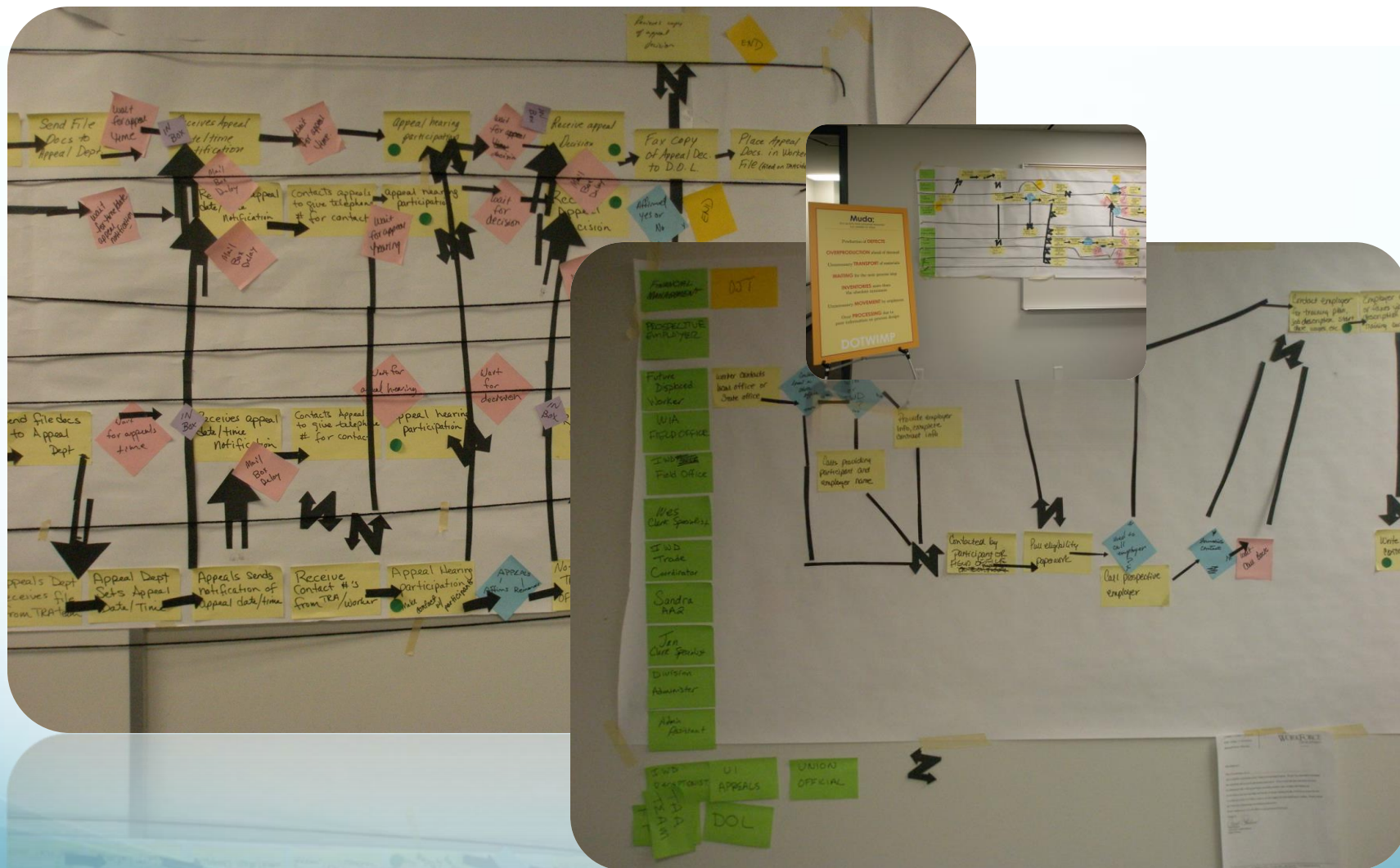
Goals

- Reduce paper documentation by 50%
- Reducing hand-offs by 50%
- Reducing delays by 50%
- Work to establish how to make the process more electronic versus paper based

Kaizen Methodology

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”, use the steps to support the event activities
 - Sort, Set-In-Order, Shine, Standardize, Sustain

Current Process



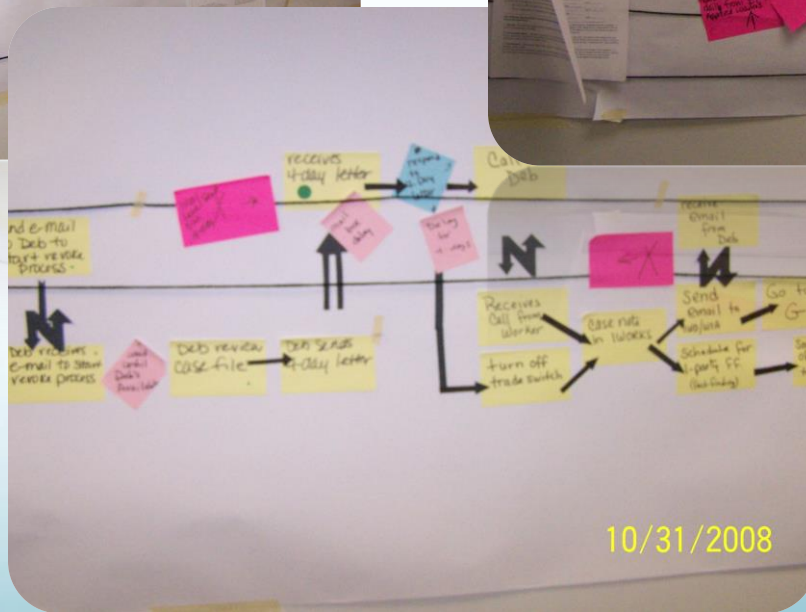
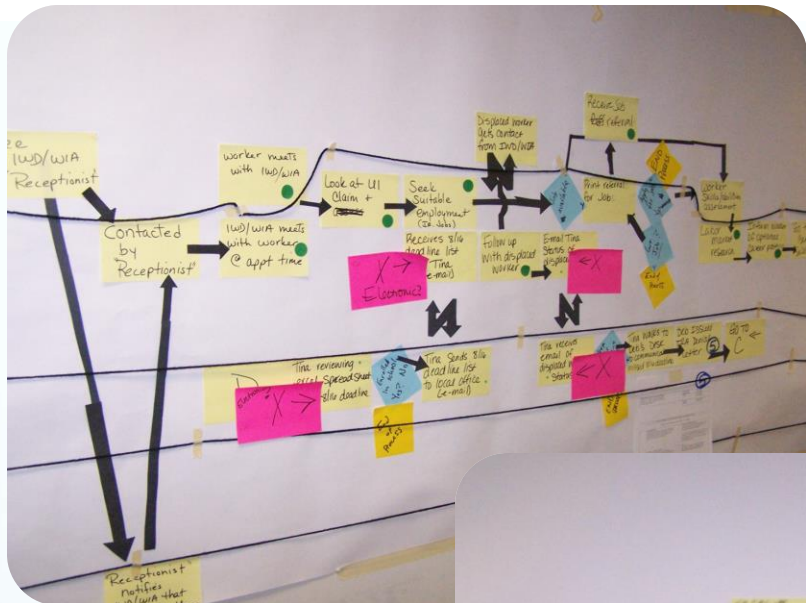
Brainstorming

- Monthly/Weekly Newsletter with What's New with Trade
- Participant Success Stories
- Monthly U.S. Department of Labor (DOL) Meetings
- Revise Forms with “Plain Talk”
- IT Enhancements
- Possible Automation of Benefit Payments (Debit Card)
- Legislative Ideas

Brainstorming

- Workplace in the 21st Century Workshop
- Streamlining Processes (Red Tags)
- Changing Paper Processes to Electronic Processes
- Discussion with Financial Management Regarding Payment Processing Enhancements
- Train Additional Resources to Assist with Process
- Expanded Utilization of SharePoint Portal
- Creation of Trade Process Webpage on Main IWD Website

New Process



Results

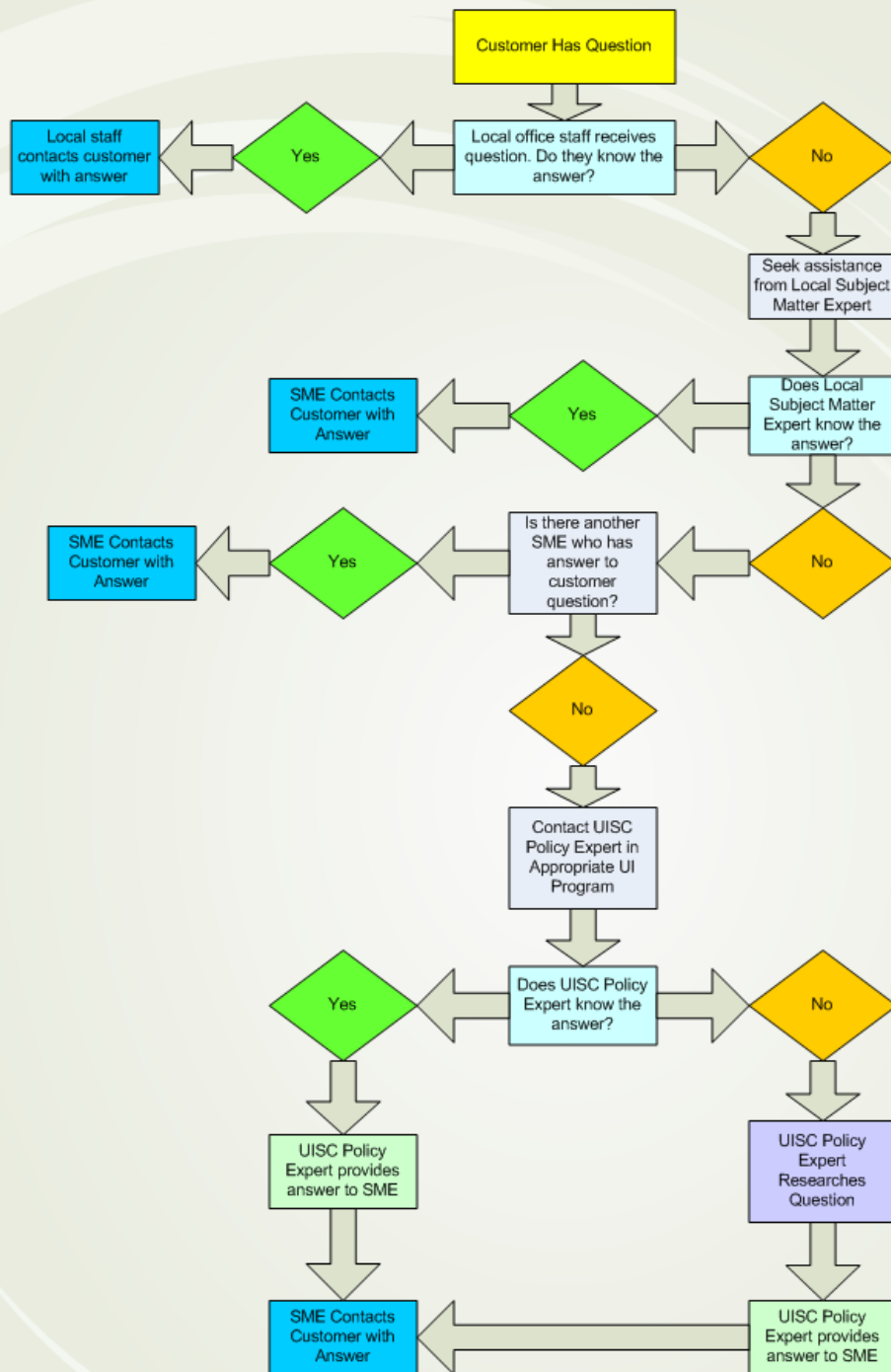
	Trade Process		
	As-Is	Future	Change
Number of Steps in Process	463	427	-36
Number of Value Added Steps	70	70	0
Number of Delays/Waits	119	112	-7
Number of Decisions	76	74	-2
Number of Handoffs	159	149	-10

Focus on Key Improvements

- Use of Microsoft Excel Spreadsheet
 - Employer had to verify each individual workers employment on a separate document.
 - Each document was faxed to the employer and faxed back to IWD.
 - In a large layoff situation involving approximately 150 people we would fax 150 documents and the employer would fax 150 sheets back.
 - Utilization of Excel Spreadsheet will:
 - Reduce amount of paper storage, reduce the number of handoffs, increase accuracy of information provided back to IWD, reduce amount of time spent by IWD staff and Employer Staff
 - Excel will would reduce 12 process steps per individual
 - Speed up timeliness of Healthcare Tax Credit (HCTC) eligibility determination

Focus on Key Improvements

- Subject Matter Expert (SME) Flow Chart
 - Unfortunately Bottlenecks, Chaos, and a Decreased Level of Customer Service are the “Norms”
 - IWD Staff are unable to get back to the customer in a timely fashion
 - Lack of training of Field Staff
 - Confusion with a Complex Process
 - Solution is the Protocol Flow Chart
 - Reinforces staff to be involved in the process
 - Mentor process will help staff gain confidence when interacting with this complex process
 - Increase support with the Flow Chart
 - Improved Customer Service is the Result



Focus on Key Improvements

- Trade Switch Activation
 - Currently receive a weekly report
 - Report lists everyone in the trade program
 - Staff monitors report to determine UI TRA status and issues
 - Based on report staff has to physically turn “trade switch” off
 - Solution is to Automate Trade Switch
 - Utilizes school end date as well as benefits information to determine switch activation
 - Time saver as staff will not need to monitor individual payment status
 - Saves approximately 15 minutes per one person
 - Example 15 minutes per person x (aprox. 30 people) =
 - 450 minutes (7 ½ hours saved)

Key Learning

- Extremely Complex Process
- Lack of Cross-Training and Backup for Key Roles
- Lack of defined roles causes undue stress on team members – TRA, SME's
- Uncovered Additional Kaizen Opportunities within IWD
- With IT Assistance able to Provide Enhanced Services to our End-Customer
- Areas where I-Works will Help in the Future

Rollout Plan

- 44 Action Items
- Action Items Assigned with Various Due Dates
- Some Items Already Underway
- Checkpoints at
 - 30 Days
 - 60 Days
 - 90 Days
 - 6-Months
 - 1-Year

Team Member's Experience

Team Member
State of Iowa Department

Comments

Erich Grubert
Team Leader, Trade Process Kaizen
Iowa Workforce Development

Questions?

We welcome your questions and comments!